



DEPOSITORY DOCUMENT

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AND PRODUCTIVITY**

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SUMMARY

The issues that public servants deal with are significant. Important issues such as clean water, safe food, and protection from crime affect all of our lives. Public managers contribute their personal effort and resources to achieving the best results for citizens.

With this important work at stake, the challenges faced by the COMAP Implementation Management Teams are great. The goal of the teams is maximum government accountability with the best possible results for citizens. The strategic planning process proposed by COMAP will support achievement of the desired future condition and will improve the basis for setting priorities and allocating resources among the state agencies.

Measuring results and improving service are keys to successful state programs. COMAP's customer service proposal involves employees at all levels to ensure the best possible performance measurement. This continuous improvement process is the method by which state agencies can assure citizens that they are accountable and responsive.

Giving state employees the flexibility to improve their work involves many issues. The administration of employee benefit programs is an effort of COMAP because it determines the quality and focus of the workforce. The flexible benefit plan being developed will allow employees to customize their benefit selection, maximize equity in benefits among state employees, and deliver benefits to state employees in the most cost-effective manner possible.

By improving processes, we can make our workplace safer, cut costs, and provide savings to the taxpayer. Other COMAP initiatives that involve more aggressive fiscal responsibility are increased efficiency through the use of technology and the streamlining of internal operations, such as consolidation of computer centers, print shops, and warehouses.

SUMMARY
(Cont.)

Making government more responsive and accountable benefits all Missourians. These COMAP initiatives will provide solutions for our children, rather than more problems. Many thanks are due to the hard working people who have made this effort possible.

HIGHLIGHTS

Automation

- Chief Information Officer (CIO) for strategic planning, new technology and statewide standards
- Consolidation of data centers and data networks

Efficient Operations

- Merit system redesign, including on-line applications and decentralized authority
- Consolidation of print shops, postal services, warehouses, et al.
- Modernization of procurement process, including automation and increased flexibility
- Automate employee applications and provide on-line to departments

Fiscal Policy

- Statewide Safety Program/reducing work-related injuries
- Expanded Investment policy and coordination
- Maintenance and Repair Fund/preventive maintenance

Management Improvement & Customer Focus

- Office of Excellence in Customer Service/work on service improvement process
- Eliminate Boards and Commissions
- Performance appraisal system/employee reward and recognition
- Career Development and Training; new employee orientation

Organizational Planning

- Implement integrated Strategic Planning process across all departments
- Develop performance-based budgeting process

Workforce

- Total Compensation policy and review process
- Flexible benefits for state employees
- Consolidated benefits statement
- Diversity Training and Affirmative Action plans
- Mid-Point Based Salary System

BACKGROUND

Governor Carnahan is committed to improving the efficiency and effectiveness of state government. Toward this end, by Executive Order, he established the Missouri Commission on Management and Productivity (COMAP) to conduct a major review of state government, evaluate its strengths and weaknesses, and prescribe reform.

The Commission was established, composed of private sector executives, legislative members and state senior-level managers, to ensure a partnership in reviewing state operations and developing recommendations for improvement. The Commission chairman was a private sector executive, with the Lieutenant Governor and Commissioner of Administration as vice-chairmen.

Six task forces, each chaired by a private sector member and supported by a vice-chair from the state, was comprised of eight to ten private sector executives, five to six state managers and two legislators. The six task forces developed recommendations and implementation strategies on the following issue areas: automation, efficient operations, fiscal policy, management improvement and customer service, organizational planning, and workforce.

Recommendations were presented to Governor Carnahan on August 31, 1994.

Governor Carnahan appointed six Implementation Management Teams to develop detailed workplans for the implementation of each recommendation from the Commission. Additional research and analysis enabled the teams to develop workplans that included information on detailed implementation steps, implementation mechanisms, accountable parties, costs, savings, and measures of success. The teams also identified any barriers to implementation that should be taken into consideration.

IMPLEMENTATION STRUCTURE

The workplans were approved by the Oversight Committee before any recommendations were implemented. The Oversight Committee also coordinated any recommendations that may have overlapped between the implementation teams, and made decisions regarding the method of implementation for these items.

Budget decision items were consolidated by the Oversight Committee and submitted in the Governor's recommended budget to the legislature. Proposed legislation was discussed with legislative leadership and filed by the appropriate sponsors. COMAP orders are being reviewed by the Governor's Office.

Automation

Mission: *Develop strategies to improve existing information technology and create a plan to establish an infrastructure which supports innovative management solutions.*

Initiative: **Chief Information Officer**

Bids for a Chief Information Officer (CIO) were opened on February 24. Five bids were received. Viable candidates will be submitted to the Governor's Office for the final selection as soon as possible. The Chief Information Officer will be responsible for developing a statewide information technology strategic plan, and overseeing the data center and data network consolidation projects.

Data Center Consolidation

A detail base review by the House, Senate, and Budget and Planning is scheduled after the current budget cycle. Detail data for the six data centers will be collected prior to that time. The six data centers are developing a plan for collecting that data. Decisions regarding consolidation will be made after the detail base review is complete.

Data Network Consolidation

The costs and benefits of data network consolidation for a test county are being documented. Information is being collected from vendors regarding technical options for consolidation. This information will be given to the CIO for coordination of the next steps.

Mission: *Develop operational policies and procedures that improve economy, efficiency, effectiveness, and equity.*

Efficient Operations

Initiative: ***Merit System Review***

A COMAP order will be issued by the Governor that creates a Merit System Review Team. This group of people will review the merit system and present a proposal for any changes to the Governor by January 1, 1996.

Consolidations

Detail base reviews have been scheduled after this budget cycle for print shops, postal facilities, and warehouses. The Office of Administration has provided staff that have begun data collection. Decisions regarding consolidations will be made after the detail base reviews are complete.

Procurement

Legislation that includes all task force recommendations for modernizing the procurement process was filed in the House and the Senate. Modifications to the automated procurement system are being designed with funding for implementation to be available on July 1. The electronic bulletin board for the posting of procurement information is in the process of being implemented.

Job Application Database

A budget request to provide a central database for employment applications with access by all state departments was submitted. Funding would be available on July 1 to implement this recommendation.

Fiscal Policy

Mission: *Develop programs, policies, and procedures to promote prudent management of the State's financial and physical assets and to optimize resource opportunities*

Initiative: ***Statewide Safety Program***

An order will be issued by the Governor creating a State Safety Steering Committee. Each department in the executive branch should strive to provide and maintain a safe and healthful environment for its employees by implementing appropriate safety standards. A letter will be sent to each department in March requesting that a Department Safety Coordinator be designated.

Investment Policy

Legislation was filed in the House and the Senate to extend maturities and expand the types of securities in which the State Treasurer's Office is allowed to invest. This would allow the state to increase its interest income. This statute change would become effective after the constitutional amendment is passed in the November, 1996 election.

Maintenance and Repair

Legislation was filed in the House and the Senate to create a constitutional Facilities Maintenance Reserve Fund for use in maintaining, repairing, and renovating state facilities. A percentage of general revenue collections would be transferred to the fund each fiscal year.

Mission: *Develop innovative management processes to provide services that exceed the needs and expectations of the public*

**Management
Improvement
and Customer
Focus**

Initiative: ***Service Improvement Process***

A COMAP order creating an Excellence in Customer Service Oversight Team will be issued. This order will also create the Office of Excellence in Customer Service, reporting to the Oversight Team. Space for the individuals has been prepared. The Office will determine the initial state agencies for customer focus.

Elimination of Boards and Commissions

The legislation for eliminating non-functioning boards and commissions was filed in the House and in the Senate.

Performance Appraisals

Members of the Management Improvement, Workforce, and Efficient Operations teams have joined to develop a process for performance appraisals that meets the needs of varied agency requirements. A proposal for a revised process will be completed in May.

Career Development and Training

Agencies will be consulted in order to establish a comprehensive career development and training program, that includes new employee orientation.

Organizational Planning

Mission: *Develop a uniform strategic planning process for a statewide vision and strategic plan that integrates the long-range planning processes of individual agencies*

Initiative: ***Strategic Planning Process***

The departmental strategic plans are to be based on a statewide vision and mission. A vision has been developed with input from the Governor, his Cabinet, and legislative leadership. A planning model has been developed by the implementation team that will be used by all departments in their integrated strategic planning process. A COMAP order will be issued by the Governor that creates the Missouri Interagency Planning Council. These council members will provide leadership in implementing the integrated strategic planning process in the executive branch and coordinate with the legislature to ensure the strategic plan is the basis for appropriation requests by state agencies.

Performance-based Budgeting Process

The strategic planning model developed by the implementation team places emphasis on performance standards and measures. Discussions are being held with the development team of a new automated budget system to ensure that the new system accommodates performance standards as outlined by the COMAP task force.

Workforce

Mission: *Develop strategies to recruit, motivate, train, utilize, and retain state personnel to promote a high performance workforce, with emphasis on compensation, benefit, and recognition strategies.*

Initiative: ***Total Compensation Policy***

The chairmen of the COMAP Oversight Committee will make an educational presentation to the House Budget Committee and the Senate Appropriations Committee to identify issues with the approach currently used to allocate resources to the compensation issues of salaries, medical benefits and retirement. A recommendation for addressing this issue will be presented to the Legislative body.

Flexible Benefits

Bills were filed in the House and the Senate that would require the Office of Administration to develop and administer a flexible benefits program for all state departments. This plan would be developed over the next fiscal year with input from all departments and the General Assembly.

Consolidated Benefits Statement

Discussion will be held with the Office of Administration and Missouri State Employees Retirement System (MOSERS) to decide how the benefit statements that is provided to state employees can be expanded to reflect specific individual information, as well as aggregate information, on how much the state invests on behalf of state employees.

Diversity

Affirmative action plans have been filed by all executive branch departments with the state Equal Employment Opportunity Office. A budget request has been submitted to automate the filing and updating of affirmative action plans, contract for statistical data gathering and research, and improve recruitment efforts.

Workforce
(cont.)

Mid-Point Based Salary System

Meetings will be held with each of the Executive Department Directors to gather information on what a successful mid-point based salary system should include. This information will be used in addressing the Total Compensation issue for state employees.

COMAP ORDERS

Merit System Review

This order directs the Personnel Advisory Board to develop a strategic plan for transforming the State Personnel System to be more responsive to employers, employees, and applicants, while simultaneously adhering to merit principles.

State Safety and Health Program

This order directs that each department of the executive branch shall strive to provide and maintain a safe and healthful environment for its employees and the citizens it services, implementing appropriate safety standards to preserve the state resources entrusted to them.

Excellence in Customer Service

This order establishes the Excellence in Customer Service Oversight Team who will provide leadership in implementing efforts to make state government more customer focused. All state departments are required to identify their customers, determine customer expectations, define customer satisfaction measurements and measure customer satisfaction.

State Strategic Planning

This order establishes the Missouri Interagency Planning Council which will provide leadership in implementing the integrated strategic planning process in the executive branch and coordinate with the legislature to ensure the strategic plan is the basis for appropriation requests by state agencies.

Task Force on Total Compensation

This order establishes the Task Force on Total Compensation which will be responsible for evaluating and recommending courses of action based on, but not limited to, the recommendations of the Commission on Management and Productivity, to ensure a comprehensive approach to state employees salaries and benefits issues.

BUDGET ITEMS

Computer Services

This FY96 proposed budget change allows adequate appropriation authority in the Office of Administration's Revolving Administrative Trust Fund for agencies to purchase computer services in lieu of operating their own computers. Agency budgets will be changed to reflect this flexibility in the use of computer services.

Procurement System

This addition to the Office of Administration's FY96 budget would allow the state to re-engineer procurement to fully automate the process, including electronic invoicing to vendors.

Office of Excellence in Customer Service

This shift of existing resources in the Office of Administration's FY96 budget will allow the Office of Excellence in Customer Service to provide advice, resources, training and assistance to all state departments as they implement improvements in customer service.

Personnel Applicant System

This addition to the Office of Administration's FY96 budget provides system improvements that allow state agencies to make convenient inquiries to a centralized database regarding job applicant information.

Financial Management System

This additional funding in the Office of Administration's FY96 budget will enable contracting for the development and installation of a new financial management system, which will include the requirement for a performance-based budgeting system. This system will use a determination of outcomes, measurement of results and customer satisfaction, to guide agencies toward improved effectiveness.

Equal Employment Office

This additional funding in the Office of Administration's FY96 budget will be used to automate the filing and updating of affirmative action plans, contract for statistical data gathering and research, and improve recruitment efforts.

Procurement

This proposed statute change (House Bill 562, Senate Bill 409) deletes outdated definitions and requirements, changes the "no bid" limit to \$5,000 and "formal bid" limit to \$25,000; allows negotiation; allows sole sourcing; and clarifies the centralized purchasing role.

Investment Policy

This proposed constitutional change (Senate Joint Resolution 20) would expand the investment option for state funds afforded the State Treasurer, including time deposits in financial institutions, prime money market instruments, and investment securities. The statute change would authorize additional investment options for the State Treasurer.

Maintenance & Repair Fund

This proposed constitutional amendment (House Joint Resolution 31, Senate Joint Resolution 24) would create the Facilities Maintenance Reserve Fund, to be used for maintaining, repairing, and renovating state facilities. A percentage of general revenue collections would be placed in the fund each fiscal year.

Design and Construction Modernization

This proposed statute change (House Bill 622, Senate Bill 408) deletes outdated language; clarifies the role of design and construction; and changes construction bid limits.

Elimination of Boards and Commissions

This bill (House Bill 574, Senate Bill 423) would eliminate certain boards and commissions which are obsolete, inactive, or unneeded.

Flexible Benefit Study

This proposed statute (House Bill 197, Senate Bill 410) would require the Office of Administration to develop a flexible benefit plan for all state employees, after seeking input from all departments and the General Assembly.

LEGISLATION

